

**TIER II STANDARD FOR
PROCUREMENT AND CONTRACTING SPECIALISTS**

INTRODUCTION

1. This grade level standard illustrates the application of the ICSC Master Standard (Tier I) to a specific field of work of the United Nations common system: **Procurement and contracting specialists**. It is divided into three sections:

- Definition of coverage;
- Summary factor rating chart;
- Grade level descriptions of typical duties and factor-by-factor evaluation rationales.

2. This standard replaces an earlier version titled Purchasing and contracting specialists promulgated by the Commission in 1983. The primary objectives of this revision were to review the CCOG definitions, the coverage of the standard, the distinction between General Service and Professional work, the inclusion of P-1 and D-2 grade levels and the consistent application of the ICSC Master Standard. The Tier II standard for Procurement and contracting specialists was developed under the leadership of the United Nations Secretariat, and in consultation with the representatives of the organizations and the staff taking into account existing organizational structures and job descriptions submitted by organizations of United Nations common system. The review was initiated in 1987 and completed in 1991.

3. The title for this field of work was changed from Purchasing and contracting specialists since, in addition to typical purchasing functions, Professional staff in this field are increasingly involved in a deeper analysis of the Organization's requirements, including forecasting needs and conducting research on industrial and business operations and conditions, market trends, distribution and selling patterns, productive capacity and facilities, reliability and experience of producers, etc.

4. The standard was promulgated by the Chairman of the International Civil Service Commission by delegated authority of the Commission in August 1991.

I - DEFINITION OF COVERAGE

5. This section serves to confirm the appropriateness of the job to the occupational category and field of work. The coverage of the standard is defined by reference to (a) the Common Classification of Occupational Groups (CCOG) narrative description of the field of work; (b) a listing or description of occupations specifically excluded from the standard; (c) further clarification of the distinctions between Professional and General Service work in the field of work; and (d) technical, organizational or other issues which are specific to the field of work.

A. *Inclusions - CCOG definitions*

6. The field of work described in these standards is defined by the Common Classification of Occupational Groups (CCOG) as follows:

1.A.09. Procurement and contracting specialists

To plan, organize and direct the procurement, lease and delivery of machinery, equipment, tools, raw materials, foodstuffs, parts, services, supplies and utilities; determine organization's requirements and study trade information on qualities and prices of available products and services; negotiate with suppliers on prices, credit terms and discounts and arrange delivery schedules; negotiate and administer contracts for purchase, lease or sale of equipment, materials, products or services; prepare and review requests for bids, process specifications and other exhibits required in procurement process; advise affected departments of contractual rights and obligations.

Professional posts in this field are usually concerned with obtaining contractual agreements through formal advertising or negotiation procedures; in administering or terminating contracts, analysing cost and price elements associated with the contracting process; purchasing supplies, services, equipment, foodstuffs or other materials; and performing staff work associated with the operation or management of contract and procurement functions and programmes. These areas of activity are classified in the CCOG under specific subgroups of the procurement and contracting specialists field of work. The CCOG definitions for these groups are as follows:

1.A.09.a. Procurement specialists

Plan and organize the procurement of machinery, equipment, tools, materials, foodstuffs, parts, services, supplies and utilities; procure such goods and services; ascertain organization's requirements and conduct market research to obtain information on prices, varieties and qualities of products and services available; interview vendors to ascertain their ability to meet organization's specific requirements for design, performance, contents, price and delivery; negotiate with suppliers on contractual prices, terms and conditions and prepare delivery schedules; authorize payment of

invoices; and price items for resale; advise users on development of specifications and suitability of products and services.

1.A.09.b. Contract administrators

Negotiate, conclude and administer contracts for purchase or sale of equipment, materials, foodstuffs, products or services; check estimates of material, equipment and production costs, performance requirements and delivery schedules for accuracy; prepare requests for bids, process specifications and other exhibits that may be required in procurement process; review bids for conformity to contract requirements and determine acceptable bids; negotiate contracts with suppliers or customers; monitor and control contract time, cost and performance; request or approve amendments to or extensions of contracts; and advise affected departments of contractual rights and obligations.

1.A.09.c. Inventory and warehouse management specialists

Plan and prepare long-term forecasts of organization's requirements for machinery, equipment, tools, materials, services, supplies, food aid and utilities; prepare procurement requirements or estimates for budget; conduct research on international market conditions; monitor price and aid trends; plan, allocate and control stocks for distribution purposes; initiate actions leading to procurement, maintenance and disposal of items; undertake inventory audits.

B. Exclusions

7. These standards do not cover posts in which the following types of activities are paramount:
- (a) Analysis and provision of advice on the programme of the Organization for shipping and transportation of goods;
 - (b) Review of transportation characteristics, tariffs, rates, safety requirements, facilities for shipment and packaging and loading methods;
 - (c) Analysis and negotiation of rates, routes, handling, timing, and other conditions with carriers;
 - (d) Provision of technical expertise in formulating, implementing and evaluating programmes and specific projects.

C. Guidelines for distinguishing between Professional versus General Service work

8. Some operations performed by Purchasing assistants at senior and principal levels resemble those assigned to Professional staff, e.g., "perform the simplified operations relating to the purchase of everyday articles and cooperate in the more important or more complex purchasing operations" (2.A.09). In some organizations, the staff at principal General Service level have signatory authority for recurrent routine transactions. The following general definitions of categories are provided to assist classifiers in categorizing the posts in the field:

1.A.09.a. Procurement and contracting specialists

(i) Professional work in this occupation requires judgement based on theoretical knowledge of principles of the profession. Such knowledge is usually acquired through completion of university studies in the areas of business administration, commercial law, economics, a technical field or related discipline.

(ii) Professional work involves understanding of programmes and needs and operations of the Organization, to perform planning of procurement programmes by identifying organization's needs and long-term requirements. This entails not only analysis of the Organization's historical buying patterns but also the development of alternative solutions, e.g., multi-year procurement, lease versus buy arrangements, standardization and replacement programmes, systems contracting, direct provisioning arrangements.

(iii) Procurement and Contracting Specialists must have a greater knowledge of technical characteristics or properties of items to be procured, as well as knowledge of various factors affecting the selection of procurement methodologies including impact of new technologies, pricing structure of various markets, life expectancy of equipment, and associated costs.

2.A.09.b. Purchasing and contracting-related

(i) Purchasing and contracting assistants generally follow established methods and standard procedures developed by specialists. They are primarily concerned with the application of these guidelines to specific purchasing or contracting problems or situations.

(ii) General Service assignments involve purchasing transactions of routine nature with readily identifiable specifications and sources of supply and are governed by standard terms and conditions.

D. Issues and problems in this field

9. Posts in this occupational group vary according to the nature of procurement or contracting programme they implement and agencies' mandates. Some posts are concerned with particular technical cooperation, relief, education, housing, employment and other activities, others deal with administrative support to the substantive programmes or deal with combinations of these areas. Distinctions in grades are generally based on the following factors:

- work controls;
- technical complexity and variety of goods to be procured or contracted;
- nature of contracts or procurement actions;
- economic and market circumstances of procurement or contracting arrangements;
- procurement and contract programme environment (degree of centralization of the function, cost-sharing arrangements, etc.)

10. A glossary of terms commonly used in this field of work can be found in annex II.

II - GRADE LEVEL DESCRIPTIONS AND EVALUATION RATIONALES

P-1 GRADE LEVEL

A. Description of typical duties

Work at this level is carried out with a more experienced procurement/contracts specialist or technical programme manager in a centralized procurement programme or a small field office. It involves complete procurement transactions with few complexities, generally limited to one-country markets when the contract actions are defined, and precedents exist or can be modified or adapted; performing initial cost/price analysis, and conducting pre-award surveys; preparing background information on procurement packages to ensure adequacy and completeness prior to initiation of contractual actions; monitoring contractor performance and certifying completed work for compliance with contractual terms and payment. Duties performed include:

- Review purchase requisitions for adequacy of information on matters such as specifications, quantities, methods of delivery, time of delivery, communicate with requisitioners to clarify information as necessary.
- Perform procurement planning for contract actions which are well-defined and precedented and generally limited to one-country markets.
- Study sources of supply, request quotations from selected sources, examine the cost estimates submitted using commercial price lists or technical catalogues to ensure reasonableness of prices, adequacy of presentations, make recommendations on the method to be used in the selection of the contractor and firms to be invited to submit bids or proposals with respect to contract awards; determine availability of funds, perform financial calculations, currency conversions and take necessary actions to resolve funding problems; and prepare drafts of award justification reports and solicitation documents for the contract review committees.
- Ensure follow-up action to contract award.
- Monitor contractor performance and certify completed work for compliance with contractual terms and payment.

- Supervise collection and maintenance of data and information regarding sources of supply and markets.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

Knowledge at the first university degree level in business administration, commerce, law, a technical or a related field.

V. Practical experience

Two years of professional experience at the national level requiring application of knowledge of commercial supply sources and of common business and industry practices.

D. Language knowledge

Proficiency in two languages is required.

II. DIFFICULTY OF WORK

H. Individual contribution

Analyses purchase requisitions to determine appropriateness of matters such as specifications, quantities, methods of delivery, and time of delivery. Determines reasonableness of price quotations, adequacy of materials offered and availability.

V. Complexity of work assigned

Assignments require application of commonly used procurement and contracting methodology and procedures. Problems analysed are moderately intricate covering a wide range of complete procurement transactions.

III. INDEPENDENCE OF WORK

H. Guidelines

Guidelines used include the Organization's financial rules and regulations and procurement guidelines, internal administrative instructions, work precedents and decisions of Contract

Committees. Specific guidelines for determining adequacy of information typically are available.

V. Supervisory Controls

Specific instructions regarding methods of work are available for each assignment and work is checked in progress and additional instructions given. Completed work reviewed for accuracy and for adherence to instructions.

IV. WORK RELATIONSHIPS

Internal

H. Skill

To obtain and clarify necessary information for procurement specification requirements.

V. Importance

Contacts are maintained with officials of other departments throughout the Organization, but are typically within the duty station.

External

H. Skill

To obtain information, clarification on terms of contracts and/or specification requirements.

V. Importance

Contacts with counterparts in governments, business and private industries.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Work does not typically require supervision of staff, although incumbent may assign tasks to clerical staff.

V. Responsibility for Professional staff

Does not supervise the work of Professional staff.

VI **IMPACT OF WORK**

H. Effect on work

Decisions directly affect individual procurement transactions. Proposals, if accepted, affect selection of items and choice of suppliers.

V. Consequences of errors

The primary cost of errors is loss of time and resources required to correct work, or possible selection of less efficient or effective items or suppliers.

P-2 GRADE LEVEL

A. Description of typical duties

Work at the P-2 level involves responsibility for performing all aspects of procurement or contracting transactions from initiation to recommending awards in respect to procurement and/or contract actions for a select group of technically complex commodities or services, or a variety of goods and services of a general nature. Procurement and contracting projects assigned are generally limited to a number of countries or a region.

Duties performed include:

- Plan procurement actions involving analysis of a variety of contracting issues, and / identification of optional courses of action.
- Analyse and evaluate information regarding vendor's performance as regards quality, prices, delivery, and equipment in respect to organization's requirements.
- Solicit bids or quotations, analysing them for conformity to specified requirements and for price, delivery, warranty, maintenance, standardization or compatibility; evaluate bids and negotiate with suppliers to ascertain their commitment and ability to meet specific requirements and accept new contracts.
- Assist technical staff and requisitioning officers regarding technical specifications and availability and prices of items; provide advice regarding appropriate products or services, substitutes or alternatives.
- Recommend awards based on the Organization's rules and procedures regarding the Organization's procurement programme.
- Prepare and issue purchase orders, contracts and amendments for services to the Organization and its activities outside the duty station and ensure that requirements meet the lowest possible cost consistent with acceptable standards for quality, delivery and after-sale services.
- Authorize purchases in line with delegated authority.

- Participate in the market and suppliers research.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

Knowledge at the first university degree level in business administration, commerce, law, technical or a related field.

V. Practical experience

Two to five years of professional experience at the national level requiring application of an understanding of business and industrial practices, market and trend conditions, and knowledge of sources of supplies and equipment, as well as cost factors.

D. Language knowledge

Proficiency in two languages is required.

II. DIFFICULTY OF WORK

H. Individual contribution

Analyses a variety of factors affecting cost, technical specifications, implementation schedules; identifies alternative courses of action and making recommendations. The analysis is related to evaluation of bids, evaluation and selection of suppliers, determination of reasonableness of price quotations, adequacy of materials offered and availability.

V. Complexity of work assigned

Work involves interrelationships which are not clearly evident, including type of contract, technical requirements, and market conditions. Problems analysed are broad in scope and are related to procurement or contracting of a wide range of items or services of a general nature, or are limited in scope but requiring considerable specialization.

III. INDEPENDENCE OF WORK

H. Guidelines

Guidelines used include the Organization's financial rules and regulations, specifications, catalogues and previous contracts. Procedures and guidelines are sometimes not / specifically applicable to all phases of assigned procurement.

V. Supervisory controls

Approaches to new assignments are typically discussed beforehand. Guidance is normally provided in regard to problems which arise; completed work is reviewed for accuracy.

IV. WORK RELATIONSHIPS

Internal

H. Skill

To obtain and clarify necessary information for procurement specification requirements.

V. Importance

Contacts are maintained with officials of other departments throughout the Organization, but are typically within the duty station.

External

H. Skill

To obtain information, clarification and agreement on terms of contracts and/or specification requirements.

V. Importance

Contacts with business and private industries and suppliers, representatives of trade/commercial missions.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

May oversee the work of support staff.

V. Responsibility for Professional staff

Normally, does not supervise work of Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Within guidelines and for assigned items or services identify appropriate procedures to apply and recommend suppliers and alternatives for contract administration.

V. Consequences of errors

Errors would result in loss of the supervisor's time to correct the error made and organization's money resulting from failure to take advantage of most beneficial contracts.

P-3 GRADE LEVEL

A. Description of typical duties

Work at this level involves planning, developing and implementing procurement and contract actions related to worldwide procurement of a variety of commodities, materials, equipment, foodstuffs and services for technical cooperation and/or administrative support projects, e.g., having long-term social and economic effect on a country or affecting mandated- activities of the Organization; review requisitions, negotiate with suppliers and coordinate with technical and/or substantive offices and other groups in each phase of the procurement transaction processes.

Duties performed include:

- Plan and manage all contractual and procurement aspects of a procurement project; establish and maintain work programme and schedules for on-going contracts and newly planned ones.
- Undertake market research to keep abreast of significant market developments, research and analyse statistical information and market reports on the world commodity situation, production patterns and availability of the goods and services to be contracted; identify new technologies, products or services as well as new potential supply sources for the programme serviced; participate in the incorporation of the research and study results in the procurement programme; identify, evaluate and recommend potential suppliers and manufacturers.
- Analyse and evaluate vendors' proposals considering various factors affecting cost, technical and nutritional specifications, implementation schedules, and management and maintenance of goods or equipment, including training of users and maintenance staff and other contractual arrangements.
- Review procurement requests submitted by projects, substantive units or field offices to ensure completeness, and adequacy of the goods, services, and related procurement and contract specifications.
- Maintain effective relations with donors, suppliers and recipient governmental and non-governmental organizations, representatives and officials of trade associations and industrial firms and participate in development of new contacts.

- Prepare and oversee preparation and distribution of invitations to tender and follow-up on the replies; evaluate quotations and select, or recommend the selection of most suitable suppliers; develop and formulate strategies and plans for complex and intricate procurement programmes, e.g., involving layouts for workshops, life-cycle costing, engineering features, computer and logistic support, consolidation of shipments, containerization of consignments etc.
- Provide advice and guidance to staff and government officials concerning procurement policies and procedures, development of specifications for items to be procured.
- Participate in negotiations with senior representatives of suppliers, and sign procurement orders up to the authorized value and prepare documents for submission to the Organization's Contracts Committee for contracts exceeding the incumbent's signatory authority.
- Oversee the adherence to contractual agreements for material, equipment and production costs, performance requirements and delivery schedules by periodic and ad hoc checks. Recommend amendments and extensions of the contracts and advise affected parties on contractual rights and obligations.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

Knowledge at the first university degree level in business administration, commerce, law, engineering or a technical field.

V. Practical experience required

A minimum of six to ten years' professional experience at national level, or at least three to five years at international level to apply knowledge of procurement and contract practices, policies and procedures sufficient to undertake a range of complex procurement to support programme and technical requirements for goods or services.

D. Language knowledge

Proficiency in two languages is required.

II. DIFFICULTY OF WORK

H. Individual contribution

Analysis involves identifying all factors affecting cost, technical specifications, planning and managing of all contractual aspects of a variety of procurement actions and contracts.

V. Complexity of work assigned

Interrelationships which must be considered include type of contract, technical requirements, and economic or local conditions which are not clearly evident. Problems analysed are broad in scope covering a wide range of technical, scientific and other fields related to the programme serviced.

III. INDEPENDENCE OF WORK

H. Guidelines

Guidelines used include the Organization's financial rules and regulations. Procedures and guidelines are sometimes not specifically applicable to all phases of assigned procurement.

V. Supervisory controls

Supervisor assigns work indicating desired objectives and priorities or deadlines. Anticipated problems and methods of analysis are discussed at the outset. Problems which arise are brought to the attention of the supervisor. End product is reviewed for soundness of conclusions and appropriateness of methodology. The incumbent has signatory authority of assigned amount.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Advise on equipment, commodities and services available, discuss programme and project requirements, persuade substantive units to accept proposals for substitutions or modified items, coordinate with other organizational units' delivery and installation needs.

V. Importance

Contacts throughout the Organization both inside and outside duty station.

External

H. Skill

In response to questions and problems raised by contractors or business representatives, provide guidance and obtain assistance of various technical specialists as needed to solve problems. Persuade vendors and others to accept modifications.

V. Importance

Contacts with counterparts in government officials, businesses, or industries, or in other organizations of the common system.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Positions at this level normally have supervisory responsibility for a small number (two to four) of support staff.

V. Responsibility for Professional staff

Normally, does not supervise work of Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Decisions at this level are made on planning and management of contracts, technical suitability and quality of equipment, selection of appropriate sources of supplies, and solicitation and negotiation with bidders for the most advantageous price and delivery terms. Proposals, if accepted, would affect the selection of supplies and the administration of contracts, determination of problem areas, standardization of most frequently requested equipment, identification of inadequate and/or controversial procurement processes.

V. Consequences of errors

Errors in the form of negligence, errors in judgement, and inaccurate analysis of market conditions, errors in selecting appropriate suppliers may slow down project progress or put them in jeopardy and, thus, would cause damage to the programmes of the Organization.

P-4 GRADE LEVEL

A. Description of typical duties

Work at this level involves responsibility for planning, developing and implementing a homogenous segment of procurement or contract programme involving coordination of a number of contracts/subcontracts, worldwide market resources, long-range procurement planning, successive programme stages, and innovative contractual language, terms and conditions for highly complex and/or technologically advanced systems and programmes, and/or responsibility as team leader or regional project officer for procurement actions which are highly complex and unprecedented; plan and negotiate with representatives of business, industry, and requisitioners for long-term procurement actions which may involve incentive contracting and/or cost sharing arrangements where little or no precedents exist.

Duties performed include:

- Plan and provide technical back-stopping on procurement activities to officials of substantive units, in developing project work programme and prepare budget proposals taking into consideration project needs; monitor on-going programme technically and substantively, and prepare forecasts of the types and quantities of commodities in short supply and prepare, based on these forecasts, work schedules and set priorities; assess feedback information from projects for post-order options and evaluate cost effectiveness as an input in the Organization's programmes.
- Lead work of procurement and/or contract staff engaged in centralized (e.g., in regional or headquarters office) procurement of supplies, services, equipment, foodstuffs or other material for one or several agencies.
- Maintain under constant examination production patterns in exporting countries, evaluate the productive capacities and performance of a substantial number of manufacturers to identify sources of supplies on the basis of product acceptability and delivery record.
- Develop new tactical approaches to contracts assigned as well as new methods for their application, based on the market research; contribute to the formulation of the Organization's procurement policies and procedures; develop standards and criteria for the evaluation of project equipment, commodities and services taking into account factors affecting cost,

required delivery time, maintenance requirements, standardization, climatic and environmental conditions.

- Develop and prepare technically and legally complex contracts consulting and coordinating with legal, financial and substantive units.
- Issue international tender invitations to reliable suppliers, evaluate bids and make recommendations for finalization of purchases and award of contracts.
- Provide advice and guidance to requisitioning offices concerning development of specifications for acquisition of goods or services including preparation of price estimates on procurement requests for non-standard items; advise vendors with regard to the technical requirements and procurement conditions and procedures and techniques of price/cost analysis on the various elements of the contractor's proposals; may carry out consultancy missions to the field.
- Conduct or coordinate all phases of the negotiations with all interested parties including negotiations of disputes arising from contracts.
- Authorize payments within delegated authority.
- Prepare specifications for and supervise operation of the computerized data processing system.
- Coordinate and integrate into the cost/benefit analysis the input of various specialists who provide technical evaluations, and specification elements on major vendor contractor proposals.
- Analyse and evaluate requisitions submitted by various sources (e.g., Headquarters, regional and field offices) and determine in consultation with operating and substantive officials the appropriate specifications for the required item.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

Knowledge at advanced university degree or equivalent level in business administration, commerce, law or technical field is required to understand the interaction of procurement and/or contracting operations with substantive programme requirements; thorough knowledge of international trade practices.

V. Practical experience required

A minimum of eight to ten years of professional experience including at least three at the international level to apply a comprehensive knowledge of procurement and of related fields sufficient to evaluate advisory reports from technical specialists, and experience in conducting negotiations between parties concerned.

D. Language knowledge

Proficiency in two languages is required.

II. DIFFICULTY OF WORK

H. Individual contribution

Work at this level involves leading projects involving procurement and contracting of highly complex and technologically advanced commodities and equipment or long-range services; establishing approaches for negotiations; resolving contract administration problems or terminating contracts; applying new analytical approaches in formulating procurement plans and strategies.

V. Complexity of work assigned

Assignments require intricate analysis of procurement and substantive programme interrelationships, (e.g., technological changes for products, warranties and services, and cost). Problems analysed are typically complex and broad in scope and involve a wide range of the purchasing sub-specialties (e.g., consultation techniques, cost/benefit analysis, and marketing techniques).

III. INDEPENDENCE OF WORK

H. Guidelines

Guidelines are generally available in the form of policies, organization's financial rules, regulations, procedures, forms and legislation. Assignments require interpretation and adaptation of these guidelines and procedures in the assessment of unusual or changing circumstances, or acquisition of non-routine commodities or services or equipment for contracts where little or no precedents exist.

V. Supervisory controls

Supervisor assigns work indicating desired objectives and priorities. The approach, methodology and procedures are determined by incumbent after consultations with the supervisor. Problems which arise are brought to the attention of the supervisor. End product is reviewed for soundness of conclusions and technical and economical appropriateness of methodology. The incumbent has signatory authority of assigned amount.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Contacts are to resolve conflicting situations with substantive units and persuade technical specialists to accept modifications of specifications, selection of equipment, suppliers, etc., considering market situation and most economical methods of procurement or contracting. Provides guidance in regard to procurement and/or contract requirement processes.

V. Importance

Contacts are predominantly with substantive and administrative specialists at duty station and with project management and administrators at other duty stations.

External

H. Skill

Contacts are primarily related to programme activities and participation in contract settlement and negotiation discussions. Incumbent provides technical advice concerning procurement requirement processes or regulatory guidelines, and may commit the Organization in negotiations.

V. Importance

Contacts with counterparts in government, businesses, industries, or in other United Nations organizations to negotiate.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Positions at this level normally have supervisory responsibilities over a small number (two to four) of support staff.

V. Responsibility for Professional staff

At this level, incumbent typically supervises one or more Professional staff members.

VI. IMPACT OF WORK

H. Effect on work

Decisions at this level are related to determination of contract terms, approach to be followed in negotiations, currency or currencies of payment within delegated authority, selection of suppliers, types of contracts, procurement strategy in planning and implementing supply component of the substantive programme. Proposals are related to award of major contracts, development of new policies and procedures, new products and technologies or services, and directly affect the Organization's substantive programmes and services.

V. Consequences of errors

Errors in the form of negligence, lack of judgement, and inaccurate observations concerning contract and procurement specification requirements could cause major delays in projects and financial loss, or failure to deliver equipment and supplies essential for success of project could adversely affect the Organization's programme and credibility with clients.

P-5 GRADE LEVEL

A. Description of typical duties

Work at this level involves directing, planning, coordinating, organizing and controlling either the total procurement programme of a United Nations common system organization involving worldwide procurement of a broad range of commodities for programme and administrative support with delegated authority to the field offices or a major unit of the highly complex centralized function with regional and field offices providing specialized related contractual services and activities (e.g. all contracts or all procurement actions). The work involves close cooperation with substantive programme management to accomplish the Organization's mandate.

Duties performed include:

- Plan, direct and coordinate in the most effective and economic manner the work programme; establish schedules and priorities in close cooperation with substantive units; act as principal adviser on all contracting and procurement actions to the substantive units, field offices, member states, suppliers, etc.
- Develop and implement policies and improved procurement and contracting procedures and methods for the efficient conduct of procurement and contracting operations; monitor organization's procurement standards; carry out continuous analysis of the working methods and systems of the unit, identify problem areas and introduce improvements.
- Supervise procurement and/or contract specialists who themselves supervise Professional and support staff.
- Ensure that the commodities, services and equipment are purchased under optimal circumstances consistent with acceptable standards; assume responsibility for final preparation and clearance of all contract or procurement actions.
- Conduct, advise and/or direct the necessary planning, solicitation, negotiation, administration, and if necessary, termination of contractual and procurement actions.

- Develop and maintain liaison with headquarters, regional and field offices, and consult in respect of policies and other related optional matters pertaining to the purchasing and contracting activities of the Organization.
- Establish priorities and work deadlines, review and evaluate work of procurement and/or contract specialists covering aspects such as purchasing descriptions, specifications, contract terms, and other related data.
- Review policy, objectives, directives, and instructions; brief other staff on implications and application of guidelines.
- Analyse procurement proposals for unusually complex procurement programmes; recommend solutions to complex problems encountered in procurement execution.
- Provide advice to requisitioning departments, government officials and other entities in relation to procurement and contracting matters and represent the Organization on technical matters.
- Advise organization management of short- and long-range procurement and contract implications of programme and budgetary plans of the Organization, and carry out critical and continuous analysis of the working methods of the unit, identify problem areas and introduce corrective solution.
- Represent organization at high level meetings of international and national experts related to worldwide and national procurement activities.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

Knowledge at an advanced university degree level is required to understand the interaction of organization's operations with procurement and contracting programmes taking into account local and international economies and trade practices.

V. Practical experience required

A minimum of eight to ten years of relevant professional experience at the international level, experience in procurement and contract activities including skill in managerial and coordinative activities sufficient to control a variety of procurement and contractual activities occurring concurrently and a mastery of negotiation techniques to serve as the Organization's representative and spokesman during the negotiation process.

D. Language knowledge

Proficiency in two languages is required.

II. DIFFICULTY OF WORK

V. Individual contributions

Plans, directs and integrates concurrently several procurement and/or contract projects carried out by procurement and/or contract specialists who themselves supervise or revise procurement work.

H. Complexity of assigned work

Work which is directed involves complex interrelated contract and/or procurement problems, e.g., on overall life cycle acquisition programmes which involve engineering development, full-scale production, integrated logistics support, research, or contract terms and conditions. Such programmes are substantially intricate and pose integration problems that are difficult to solve.

III. INDEPENDENCE OF WORK

H. Guidelines

Adapt established standards and practices to unusual procurement and contractual problems. Develop internal guidelines and instructions for the direction of the staff and for problem solution.

V. Supervisory controls

Guidance regarding the overall approach to work is given. Completed work is reviewed for attainment of objectives. The incumbent has signatory authority of an assigned amount.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Acts as technical adviser to the Organization concerning procurement and contract programmes. Provides authoritative advice to senior administrative and programme officials and legislative bodies.

V. Importance

Contacts are throughout the Organization, both inside and outside the duty station.

External

H. Skill

Work requires representing the Organization in developing collaborative arrangements or coordinated approaches with international and national organizations, business and private entities on matters related to procurement programmes. Advises government officials on the implementation of regulatory guidelines and the development of new products/supply sources, negotiates complex purchases and settles disputes.

V. Importance

Contacts are primarily with counterpart officials in other United Nations common system organizations and other international and national entities, firms and suppliers.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Supervises normally between 11 and 25 support staff.

V. Responsibility for Professional staff

Work typically requires supervision of four to eight Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Decisions are made in regard to development and integration of procurement and contract components in the substantive work programmes. Proposals relate to development and interpretation of working guidelines and standards. Decisions made, and solutions devised, commit the organizational funds and directly affect work priorities and procurement activities. Proposals, if accepted, would directly affect the efficiency of procurement support provided to the programmes of the Organization.

V. Consequence of errors

Errors in resource management, operational policies or interagency coordination would significantly affect organization's programmes in terms of late or non-delivery of supplies, equipment or services, and its ability to meet commitments to Member States and other agencies.

D-1 GRADE LEVEL

A. Description of typical duties

Direct, plan, coordinate, organize, manage and control the total centralized procurement function of a United Nations common system organization with regional and field offices, consisting of major and highly complex programmes for procurement and related contractual arrangements and requiring an organizational structure which includes at least two entities each headed by a subordinate supervisor with responsibilities as described at the P-5 level.

Duties performed include:

- Plan, direct and coordinate an integrated programme of procurement and contractual arrangements related to the provision of items and services necessary to meet requirements of all technical and development cooperation programmes executed by the Organization in the most effective and economic manner.
- Supervise procurement and contract specialists who themselves supervise staff of procurement and contract Professionals and support staff.
- Establish programme schedules and priorities and recommends changes in planning of the programme when necessary.
- Establish, implement, and monitor the Organization's procurement and contract standards (e.g., specification requirements, identification of procurement sources, determination of contract types to be used on major projects and ways and means of settling contractual disputes and production problems).
- Develop and establish policy positions for organization's procurement and contract programmes for review and analysis by executive heads and legislative bodies; provide authoritative technical advice and guidance to executive head and legislative bodies.
- Develop and maintain effective liaison channels and relations with United Nations common system and other international organizations and coordinate related contractual interests and procurement activities.
- Provide, advise and intervene in negotiating difficult contracts and ensure that quality and cost requirements are fully safeguarded.

- Conduct and review cost estimates of separate parts of the programme, develop and facilitate budgetary proposals and control.
- Represent the Organization at international, technical and administrative meetings.

B. Factor rating rationales

I. PROFESSIONAL KNOWLEDGE

H. Theoretical knowledge

Knowledge at an advanced university degree level is required to understand the interaction of procurement and contracting operations with local and international economies and trade practices within the framework of the Organization's mandate.

V. Practical experience

Requires a minimum of ten years of experience with a minimum of five years at the national level gained in negotiating and administration of procurement activities and contracts and facilities through positions within a government or parastatal purchasing and contract organization. Also, five to ten years of experience at the international level in procurement and contract management leading to a thorough working knowledge of a wide range of technical cooperation items and dynamic variables of international relations which affect the negotiation process and the administration of the procurement programmes, activities and strategies in response to changing international conditions.

D. Language knowledge

Proficiency in two languages is required.

II. DIFFICULTY OF WORK

H. Individual contribution

Work requires the exercise of manager~l responsibility for procurement and contracting programme. Work at this level is primarily concerned with development of policies and procedures, direction of technical groups of staff and the coordination of interrelated activities by subordinate groups of staff and with other technical programmes in the Organization.

V. Complexity of assigned work

Work requires in-depth analysis of the operational impact of procurement and contract alternatives, including balancing the intended policy objectives with the need to meet programme objectives, and reviewing administrative efficiency and the effective utilization of limited procurement resources.

III. INDEPENDENCE OF WORK

H. Guidelines

Guidelines available include the Organization's financial rules and regulations and policy statements by legislative bodies and financing organization. Incumbent must interpret and adapt stated policy objectives to develop a programme of work. Incumbent frequently required to exercise experienced judgement and creativity to develop innovative solutions to unique contractual situations. The job involves creating guidelines rather than being constrained by them.

V. Supervisory controls

Policy objectives and desired results are discussed at the outset. Incumbent initiates and directs procurement programmes and directs the execution of tasks and assignments of technical staff. Results of programmes and operational policies are reviewed for attainment of policy objectives.

IV. WORK RELATIONSHIPS

Internal

H. Skill

Provides authoritative advice in procurement and contract fields to executive head and legislative bodies. Represents the procurement and contract services programme in interagency policy meetings and during organization's planning and budgeting process.

V. Importance

Contracts are predominantly throughout the Organization, both inside and outside the duty station.

External

H. Skill

Represents organization in negotiations with officials from government, other United Nations common system organization, and other international organizations, representatives of industry associations and corporate executives concerning the establishment and agreement of a suitable and legitimate compromise or alternative positions involving divergent viewpoints and interests. Provide authoritative advice on the part of the Organization in meetings concerning programme coordination.

V. Importance

Contacts are primarily with top level corporate executives and senior officials of other international organizations and national administrations.

V. SUPERVISORY RESPONSIBILITY

H. Responsibility for support staff

Work typically requires supervision of 26 to 50 support staff.

V. Responsibility for Professional staff

Work typically requires supervision of at least 10 to 15 Professional staff.

VI. IMPACT OF WORK

H. Effect on work

Decisions determine priority to be given to the implementation and approval of projects, financial controls and programme completion directly affecting the procurement operations throughout the Organization. Proposals affect a wide range of the Organization's activities (i.e., expenditure and management of procurement budget, performance and capabilities of contractors and quality and cost of programmes).

V. Consequence of errors

Errors in resource management, operational policies or interagency coordination result in financial loss, project failure or delay, cause damage to the Organization's programme commitment and credibility to constituents.

Annex I

DETAILED RATIONALE FOR FACTOR-POINT Level OF TYPICAL DUTIES

Factor I - Professional knowledge required

(a) Theoretical knowledge

Level 1. (applies to typical duties at the P-1, P-2, and P-3 levels.) For Professional procurement and contract positions a first university degree (or its equivalent) is required in a discipline, such as business administration, commerce, law, engineering or a technical field, which cultivates the necessary analytical skill and provides the conceptual and theoretical background required to perform the procurement and contracting transactions.

Level 2. (applies to typical duties at the P-4, P-5 and D-1 levels.) At these levels, a thorough knowledge of a discipline such as world-wide procurement, contract negotiations and administration, or related technical field must be combined with knowledge of broader economic and market perspective and mandated activities of the agency to create new concepts in designing and planning long-term procurement and contracts. Work at these levels requires theoretical understanding of in-depth cost analysis evaluation techniques, combined with knowledge of administrative and management principles relevant to the direction of a procurement and contract programme. Together, these requirements are normally represented by theoretical knowledge associated with an advanced university degree in a relevant discipline.

(b) Practical experience

Level B. (applies to typical duties at the P-1 and P-2 level.) A minimum of two years experience (up to five years) is required at the national level. This experience is usually gained through an assignment with an established purchasing office in a commercial institution or within a government or parastatal administration. Such experience gained in the procurement and contracting of services, would develop skills to understand business and industrial practices in current market and trend conditions, sources of supplies and equipment, as well as cost factors.

Level C. (applies to typical duties at the P-3 level.) A minimum of six to ten years of relevant and progressively responsible professional experience at the national level or at least three to five years at the international level is required. Experience is usually gained through positions in a large private purchasing agency or within a government administration. Performance at this level requires a broad knowledge of commonly used procurement regulations, policies, and procedures sufficient to prepare solicitations for bid, analysis of performance and price, and to award and/or administer contracts covering a wide range of commonly used or specialized items or services.

Level D. (applies to typical duties at the P-4 level.) A minimum of eight to ten years of progressively professional experience including at least three at the international level is required, which included application of a comprehensive knowledge of procurement and of related fields sufficient to evaluate advisory reports from engineering, mechanical, production and other contract and administration processes. Such experience should enable the incumbent to coordinate the work of technical representatives in procurement planning and in describing technical requirements which include complex and diversified services and supplies, such as (1) engineering and manufacturing requirements and modifications, (2) major types of equipment or subsystems, (3) research and development programmes, and (4) knowledge and skill in the use of negotiation techniques. An understanding of the interrelationship of the contract and procurement specialization with various related disciplines (e.g., logistics, programme management, equipment models, cost estimates and social and political development aspects of constituencies) is required to perform the substantive work of this level.

Level E. (applies to typical duties at the P-5 level.) A minimum of eight up to ten years relevant and progressively professional experience at the international level is required, which included a mastery of procurement and contract principles, techniques and regulations sufficient to control a variety of procurement and contractual activities occurring concurrently, in an overlapping fashion, or sequentially, and to control several simultaneous interrelated contracts with different contractors; and to coordinate essential procurement requirements related to programme objectives and time frames.

Level F. (applies to typical duties at the D-1 level.) A minimum of ten years of progressively responsible experience together with five to ten years' experience at the international level in procurement and contract management is requisite to acquiring knowledge and skill sufficient to review and approve major systems acquisitions or other complex, high value contractual actions for compliance with existing laws and regulations, for effective business planning and strategy, and for compatibility with the Organization's objectives. These abilities are requisite for administering a wide range of technical cooperation items and representing the agency's interests in order to safeguard the Organization's critical programmes, which requires relatively large resources and complex international business arrangements.

(c) Language knowledge

Level 2. (applies to typical duties at P-1, P-2, P-3, P-4, P-5 and D-1 levels.) In addition to requirements for proficiency in the working language of the Organization in a particular duty station, frequent and continuing contacts with representatives of national, private and business entities and other international organizations usually require proficiency in at least one additional language in order to effectively communicate (e.g., in the course of exchanging information about requirements of the Organization, or conditions of vendors).

Factor II - Difficulty of work

(a) Individual contribution

Level 5. (applies to typical duties at the P-1, P-2 and P-3 levels.) Work at this level involves the analysis and review of factors affecting cost, technical specifications, planning and managing a variety of contracts the identification of problems in specific components of procurement and contract activities or in the implementation and recommendation of corrective action.

Level 6. (applies to typical duties at the P-4 level.) Work at this level involves the review and approval of the analytical work of lower-graded professionals, analysis and evaluation of various factors affecting cost, technical specifications, pricing approaches for negotiations. Incumbent must formulate approaches to problems arising throughout the pre-award and/or post-award phases of the procurement process when the problems require extensive analysis of a variety of unusual conditions, questions or issues. Incumbent must assess procurement operations or contractor effectiveness and how it affects the accomplishment of the agency's activities or major projects and programmes.

Level 7. (applies to typical duties at the P-5 and D-1 levels.) Work at this level involves the direction of procurement and/or contract activities and strategies for major programmes or systems which typically require development of new contractual arrangements to resolve critical procurement problems or satisfy unusual procurement situations; to isolate and define unknown conditions; to develop new approaches, methods, guides and standards for use by other procurement specialists, providing expert advice to organization activities, or interpreting and adapting new or revised methods of procurement to substantive programmes. Incumbent establishes and/or identifies priorities and work deadlines, reviews technical soundness of analyses produced by staff and recommends solutions to complex problems encountered in procurement execution. Incumbent develops methods to improve coordination of the Organization's activities and policies with other related activities in the Organization.

(b) Complexity of assigned work

Level H. (applies to typical duties at the P-1 level.) Work assignments are moderately intricate requiring the review and processing of a variety of procurement actions requiring the application of methods and techniques which may be adopted to meet new requirements and market circumstances.

Level I. (applies to typical duties at P-2 and P-3 levels.) Assignments at this level include analysis of a variety of procurement actions requiring the application of standard methods and techniques. Work at this level is broad in scope, involving a wide range of subject matter reflected in

the types of contract, technical requirements and economic and local conditions of the procurement programme requirement.

Level J. (applies to typical duties at the P-4 and P-5 levels.) Work assignments are of substantial intricacy requiring the detailed analysis of complex interrelated contract and procurement problems, or developing strategies or plans for procurement characterized by or containing several complex features, such as an overall life cycle acquisition programmes which involve engineering development, full-scale production, long-term integrated logistics support, and contractual arrangement which must consider economic and technological conditions and changes. Work is broad in scope, covering a variety of subject matter and the full range of planning and execution phases of major projects.

Level K. (applies to typical duties at the D-1 level.) Work at this level is substantially intricate in that it requires extensive analyses and continuing evaluation of potential approaches to procurement and contracting within the framework of established programme objectives. Incumbents direct and evaluate a number of procurement and contract programmes being pursued concurrently or sequentially with the support of technical, procurement, programme and management personnel within and outside the Organization. Incumbents encounter diverse complexities within the major programmes or systems (e.g., the preparation of major systems in conjunction with the development of integrated acquisition strategies for a number of procurement supporting major agency programmes). Programme execution requires a considerable degree of coordination with related programmes in the Organization.

Factor III - Independence of work

(a) Guidelines

Level 10. (applies to typical duties at the P-1 level.) Established procedures, work precedents, and specific guidelines are available to the incumbent in the performance of assignment. Typical guidelines are the Organization's financial rules and regulations, instructional material, handbooks, or standard procurement implementing procedures of the office. Requirements and specifications are clear-cut, such as those related to the purchase of office furniture and simple equipment and the purchase of commercial standard models identifiable in published commercial catalogues, or the purchase of well-defined manufacturing items. Incumbent uses judgement in identifying and selecting the most appropriate procedures to use, or in determining which of several established alternatives to use.

Level 11. (applies to typical duties at the P-2 and P-3 levels.) Guidelines include a wide range of the Organization's financial rules and procurement regulations and precedents applicable to one or more of the procurement activities. Requirements for production items vary in the item itself or in the manufacturing processes; or if changes, (e.g., in industrial processes or cost structures) may not

permit use of past negotiations for guidance. Incumbents may be required to use judgement in determining the most appropriate procurement and contract consideration pertaining to the particular assignment.

Level 12. (applies to typical duties at the P-4 level.) Guidelines include the Organization's financial rules and regulations. Past precedents for procurement and contract administration are only generally applicable. Adaptation and interpretation are required to conduct complex procurement transactions. Procurement for which guidelines or precedent data are limited include those involving the initial production of equipment, complex corporate structures, or research and development services on new equipment; or those having long-term social, economic, or environmental affects and little meaningful precedent. Incumbent must use experienced judgement and initiative in applying principles underlying guidelines because of need to design new approaches or strategies for complex procurement transactions. Budgetary methods are available to cover most aspects of cost estimates but must also be adapted to meet unusual problems in design and implementation.

Level 13. (applies to typical duties at the P-5 and D-1 levels.) Broad and general organizational policy guidelines in the form of management directives and interagency agreement are available. Incumbent must exercise considerable judgement and ingenuity in interpreting and adapting the guidelines that exist, and in developing new and improved techniques and methods where appropriate guidelines are totally lacking. The procurement of a major system never before issued, or one which involves a significant departure from previous equipment, or a service contract involving the settlement of extensive contractor claims, necessitates original and creative effort to obtain a reasonable balance of conflicting interests, and often requires re-definition of policy and creation of new concepts in the design and execution of the procurement (e.g., to accommodate state-of-the-art programmes, or technical needs). Incumbent at this level is a recognized authority on developing new procurement and contract guidelines.

(b) Supervisory controls

Level M. (applies to typical duties at the P-1 level.) Specific detailed instructions and guidance are provided by the supervisor. A significant portion of the incumbent's time is spent working with, observing and receiving additional guidance and training from supervisor or higher level staff members. Work is checked in progress, and completed work is reviewed at frequent intervals for accuracy, completeness, and compliance with initial instructions.

Level N. (applies to typical duties at the P-2 level.) The supervisor assigns work, indicates purpose and desired results and anticipated problems, e.g., unusual features of the assignment, useful precedents, etc. Completed work is reviewed for technical accuracy and for completeness in terms of compliance with instructions and with applicable procurement procedures and policies.

Level O. (applies to typical duties at the P-3 and P-4 levels.) Assignments are usually given with an indication of desired objectives and priorities, or deadlines, unusual requirements, or

unprecedented situations. At this level, specialists initiate assignments and propose an overall approach. Supervisor provides direction through advance discussion of the work to be performed. Completed work is reviewed, usually prior to signature by the supervisor to ensure that analysis has been sound and good business judgement applied.

Level P. (applies to typical duties at P-5 level.) Assignments at this level involve complex procurement and contract actions, such as procurement requests for complex services, research and development, state-of-the-art equipment, or large consolidated contracts to meet the combined needs of agency segments or of agencies. The supervisor discusses and determines in consultation with the incumbent the procurement strategies to be used, as well as priorities or deadlines. Work is reviewed primarily for attainment of established objectives.

Level Q. (applies to typical duties at the D-1 level.) Assignments at this level are given in terms of long-range acquisition objectives, with the requirements stemming from organization or programme goals and objectives. Incumbent determines the procurement approach and methods, and designs overall plans and strategies for projects. Incumbent operates with broad management authority receiving virtually no technical guidance; limited only by general objectives and policies of the Organization. Recommendations for new procurement approaches, policies, or regulations and modifications of contractual arrangements are usually reviewed for compatibility with broad programme and organization objectives.

Factor IV - Work relationships

(a) Contacts INSIDE the Organization - skills

Level 16. (applies to typical duties at the P-1 and P-2 levels.) Contacts necessary to obtain and clarify information related to procurement and contract administration.

Level 17. (applies to typical duties at the P-3 and P-4 levels.) Contacts are to resolve non-routine matters requiring coordination of various facets of the procurement and contract process within the Organization, such as contacts with project officers and others from various technical specialties to solve complex problems. Incumbent must persuade colleagues to accept modifications of specifications.

Level 18. (applies to typical duties at the P-5 level.) The purpose of contacts at this level is to act as a technical advisor to the Organization in obtaining agreements on previously determined goals and objectives through negotiation, persuasion, and advocacy. The individuals or groups are not always cooperative and might have different negotiation objectives, or represent highly divergent interests. Incumbent must be skilful in dealing with such persons to obtain compliance with procurement and contract policies through negotiation; or to obtain favourable prices or contractual terms. Incumbents recommend and advise on the development of innovative or

improved approaches by other parts of the Organization which contribute to the procurement and contract process (e.g., shipping budget).

Level 19. (applies to typical duties at the D-1 level.) Contacts at this level are to provide authoritative advice in procurement and contract fields or to settle matters involving significant or controversial issues within the Organization. Negotiations at this level involve major procurement and contracts of considerable consequence and importance. Skill is required in achieving a common understanding of the problem and a satisfactory solution by convincing counterparts with diverse viewpoints, arriving at compromise, or developing suitable alternatives.

(b) Contacts INSIDE the Organization - importance

Level 2. (applies to typical duties at the P-1 and P-2 levels.) Contacts are predominantly with staff at the duty station throughout the Organization. The contacts generally occur routinely, and the vested interests of the respective parties are generally well-defined. People contacted usually represent the various disciplines involved in the procurement process and/or requisitioners.

Level 3. (applies to typical duties at the P-3, P-4, P-5, and D-1 levels.) Contacts are both inside and outside the duty station and include technical staff in related fields located throughout the Organization. Makes extensive contacts with staff from other support areas to ensure effective management of projects. At high-ranking level, programme development activities require extensive coordination, preparation and administration with staff from other programmes and support areas.

(c) Contacts OUTSIDE the Organization - skills

Level 16. (applies to typical duties at the P-1 and P-2 levels.) Contacts are for the purpose of obtaining information, clarification and agreement on terms of contracts and procurement specifications requirements from business and private industries and supplies.

Level 17. (applies to typical duties at the P-3 level.) Contacts at this level are in response to questions and problems raised by contractors about the solicitation, to stimulate or develop additional sources or to perform negotiations on cost or price items. Within the framework of procurement programme provides guidance concerning the interpretation of technical guidelines.

Level 18. (applies to typical duties at the P-4 and P-5 levels.) Contacts at this level include working with counterparts in other organizations to plan a procurement and contract strategy to meet programme objectives, and negotiating with contractors to meet the negotiation objectives established in a pre-negotiation plan to attain a contractual agreement that, considering technical, business, and other factors, is in the best interest of the Organization. Advise government officials on the application and implementation of regulatory guidelines and the development of new products and other sources of supply.

Level 19. (applies to typical duties at the D-1 level.) Incumbents at this level represent the Organization in negotiations with government officials, representatives of industry associations and corporate executives concerning the establishment and agreement of a suitable and legitimate compromise or alternative positions among factions having divergent viewpoints and interests on the administration of contracts or termination settlements which involve the resolution of very difficult or complicated issues, such as the settlement of contracts which have significant adverse impact on the contractor's financial posture, allocation of controversial corporate overhead expenses, or similar matters. Incumbent has the authority to commit the Organization on the provision of funds to specific projects within the context of an established programme.

(d) Contacts OUTSIDE the Organization - importance

Level 2. (applies to typical duties at the P-1 and P-2 levels.) Contacts are limited to local contractors, businesses, and private industries and suppliers and involve routine discussion and clarification concerning contracts and procurement specification requirements.

Level 3. (applies to typical duties at the P-3, P-4 and P-5 levels.) Incumbent maintains contacts with counterpart officials of national administrations, international organizations, contractors, and industry association representatives in order to provide input concerning procurement activities and participation in contract settlement and negotiation discussions or the application of regulatory guidelines. The purpose and extent of each contact varies and these contacts are predominately at the working level with counterpart officials who are involved with the procurement requirement and contract administration or who are designated as liaison for day-to-day contacts with the government procurement community.

Level 4. (applies to typical duties at the D-1 level.) The personal contacts at this level are primarily with high-ranking officials of national governments, international organizations, senior corporate executives or key spokesmen for industry associations who determine policy for these associations. Programme development and cooperation/coordination and responding to crises or critical situations not previously anticipated are the main focus of exchanges at this level. Negotiations which lead to establishment of a mutual understanding and agreements which significantly shape the programme objectives of the Organization's procurement and contract programme are carried out by incumbent at this level.

Factor V - Supervisory responsibility

(a) Responsibility for support staff, Professional staff

Level 22-U. (applies to typical duties at the P-1 and P-2 levels.) Supervision of staff is not typically required.

Level 23-U. (applies to typical duties at the P-3 level.) Work typically requires the supervision of two to four support staff engaged in canvassing of requisitioned items, preparing the purchase orders and initiating follow-up action after the final order is placed, and coordinating with other sections on matters relating to deliveries and indent orders.

Level 23-V. (applies to typical duties at the P-4 level.) In addition to supervision of two to four support staff, incumbents at the P-4 level are responsible for the supervision of lower-graded Professional staff involved in the procurement and contract administration.

Level 24-W. (applies to typical duties at the P-5 level.) Work typically requires the supervision of 11 to 25 procurement clerks and assistants engaged in all types of procurement support and the supervision typically of from four to eight Professional staff members performing procurement and contract administration.

Level 25-X. (applies to typical duties at the D-1 level.) Work at this level is predominately managerial involving responsibility for supervision of Professional staff through subordinate supervisors. Total number of staff supervised is typically at least 10 to 15 Professionals and 26 to 50 support staff.

Factor VI - Impact of work

(a) Effect on work

Level 31. (applies to typical duties at the P-1 and P-2 levels.) Decisions are taken on the interpretation and cataloguing instructions and analysing procurement and contract background and supporting documentation. Proposals are made concerning alternatives for contract administration and choice of vendors and, if accepted, could result in saving money and selection of items.

Level 32. (applies to typical duties at the P-3 and P-4 levels.) Decisions taken at this level concern types of contracts to be accepted and the evaluation of competing tenders' methods for negotiating and administration charges and profits, or analysis to identify diverse problems in the procurement and contract operation. Proposals, if accepted, affect the cost, quality and delivery time of goods and services, and consequently the effectiveness and cost of the programmes of the Organization.

Level 33. (applies to typical duties at the P-5 level.) Decisions taken at this level directly affect the design and operation of a procurement or contract programme of significant complexity and importance. Decisions made, and solutions devised, have an impact on work priorities and procurement and contract activities. Proposals are made to initiate new projects or for policy guidelines and management objectives for purchasing and supply programmes throughout the Organization.

Level 34. (applies to typical duties at the D-1 level.) Decisions taken at this level concern the establishment and/or identification of priorities and guidelines, integration of procurement and contracting programmes with substantive activities, assessing contractor capabilities, negotiating legitimate charges and profits, terminating contracts for due cause. Decisions are also made in planning, developing and changing the procurement and/or contract programme to meet changed conditions and new objectives of the Organization. Within authorized funding levels, approves individual projects, financial controls, and programme completion which directly affect the procurement and contract operation throughout the Organization. Proposes resources commitments, programme priorities, and policy objectives which have long-range effect on the Organization's activities.

(b) Consequences of errors

Level c. (applies to typical duties at the P-1 level.) Errors in item specifications, vendor information data and problem identification are generally detected during the review of work products and would cause damage only to the incumbent and loss of time to the immediate organizational unit.

Level d. (applies to typical duties at the P-2 level.) Procurement and contract analysis at this level is generally reviewed for technical soundness. Errors discovered at this stage are generally costly to the immediate organizational unit in terms of time and resources.

Level e. (applies to typical duties at the P-3 and P-4 levels.) Since work is not normally reviewed in progress, errors at this level concerning contract and procurement specification requirements would not be discovered until project had been totally completed. As a result, design and operation of projects could be delayed. These delays could cause damage to the relevant programmes managed by the Organization and could adversely affect the Organization's credibility and commitments to constituents.

Level f. (applies to typical duties at the P-5 and D-1 levels.) Errors at this level cause significant damage to the Organization's programme commitments and credibility vis-à-vis the Organization's constituents. Errors in resources management, operational policies or interagency coordination result in financial loss, project failure or delay and could adversely affect the commitment of future programme development funds and objectives.

ANNEX II

GLOSSARY OF TERMS

The primary objective of the glossary is to assist Job Classification specialists in their understanding of the purchasing and contracting functions related to this standard. This glossary is a collection of some of the terms used in the standard as well as others commonly encountered in job descriptions for this field of work. This glossary is not meant to provide complete and technical definitions, but to help the reader understand their rudimentary sense and everyday usage.

There are many terms that reflect the contracting environment, but few of them are subject to precise, unerring definition. Many are terms coloured by circumstance and application in different situations. So, while the following explanations and characterizations are sound, the reader is cautioned to remember that this is a glossary, not a dictionary.

Many of the terms related to contracting are composite or compound terms. In this glossary, the listing is purely alphabetical; the key word is the first word, whether it be a noun or a modifying word or phrase.

Advance procurement plan: A plan of procurement accomplishment showing the method of procurement, the general timetable, and the expected price the Organization must pay. May also be termed Advance Acquisition Plan. Basically, a plan to fill the need in the most economical, timely, effective and efficient manner.

Advance payment: An advance of money made by the Organization to a contractor prior to, in anticipation of, and for the purpose of performance under a contract or contracts.

Basic agreement: Not a contract. It is a written instrument of understanding executed between a Department or procuring activity and a contractor which sets forth the negotiated contract clauses to be used by the parties during the term of the basic agreement. These clauses are incorporated in any formal contractual documents executed between the parties, as appropriate.

Basic ordering agreement (BOA): An agreement, not a contract. It includes a description, as specific as possible, of the supplies to be furnished or services to be performed when ordered and a description of the method for determination of the prices to be paid to the contractor for the supplies or services. Lists the offices authorized to issue orders under the agreement. (It may be used as a means of expediting procurement where specific items, quantities, and prices are not known at the time of the execution of the agreement.)

Bid: Is a formal offer by a potential supplier indicating the price at which supply will be made should an order be placed.

Bid and proposal costs: Costs incurred in preparing, submitting and supporting bids and proposals (whether or not solicited) on potential contracts.

Catalogue item: A catalogue item is an item of office furniture, equipment or supplies which is classified as a standardized item. Detailed instructions for requisitioning these items are normally set forth in a stock catalogue.

Certification: All documents issued against an allotment for which a Unit is responsible are certified for availability of funds and that procurement is in accordance with approved plans.

Change order: A written order signed by a contracting specialist, directing the contractor to make changes in the contract; to do this, the contracting specialist is authorized to order a change within the scope of the contract with the consent of the contractor.

Competition: A situation where a number of potential contractors are available to offer prices/delivery for specified items.

Competitive examination: A negotiated procurement that (1) is initiated by a Request for Proposals, which sets out the Organization's requirements and the criteria for evaluation of offers, (2) contemplates the submission of timely proposals by the maximum number of possible bidders, (3) usually provides discussions with those bidders found to be within the competitive range, and (4) concludes with the award of a contract to the one bidder whose offer, price and other factors considered, is most advantageous to the Organization.

Contract: A term used to describe a variety of agreements or orders for the procurement of supplies or services. An agreement enforceable by law, between two or more competent parties.

Contract administration: The supervision of a contractor's performance pursuant to the fulfilment of the terms, conditions and specifications of a contract.

Contract claim: Any request for relief, adjustment or consideration by a party to the contract for an act which, in the opinion of the claimant, is not within the scope or intent of the original contract.

Contract modification: Any unilateral or bilateral written alteration in the specification, delivery point, rate of delivery, contract period, price quantity or other provision of an existing contract, accomplished in accordance with a contract clause (e.g., change order, notice of termination, supplemental agreement, exercise of a contract option, etc.).

Contract committee review: An appraisal of the effectiveness of local offices' interpretation and application of policies, directives and procedures and the capability of field activities to comply with them, in accordance with United Nations rules.

Contract analysis: The review and evaluation of a contractor's cost or pricing data and of the judgmental factors applied in projecting from the data to the estimated costs in order to assess the contractor's proposed costs, assuming reasonable economy and efficiency. It includes appropriate verification of cost data, evaluation of specific elements of costs and the basis used for allocation of overhead costs.

Custody: Acceptance by the Organization or by a staff member of physical possession of property and responsibility for its safe-keeping.

Determination and findings: Means the document signed by the head of a procuring activity, or a contracting specialist, which justifies a decision to take a certain action. It is expressed in terms of meeting the regulatory requirements of that situation.

Dispute clause: Provides for administrative consideration and relief for disputes concerning questions of fact arising under a contract which are not settled by agreement of the parties to the contract.

Equipment: Include items of office equipment (e.g., furniture and fixtures, office machinery, internal reproduction equipment, library books and maps), and of technical and operational supplies (e.g., microscopes, surveying equipment, tractors, etc.).

Force majeure: Unforeseeable course of events excusing from fulfilment of contract.

Form: A form is a printed, offset (multilith) or stencilled (mimeographed), format, designed to facilitate the reporting or recording of information or the transmission of a standard request.

Invoice: List of goods shipped or sent, or services performed, with prices and changes.

Letter of intent: A preliminary document that authorizes the immediate commencement of activity under its terms and conditions, pending the formalization of a fixed price or cost-reimbursement pricing arrangement for the work to be done. It must specify the maximum liability of the Organization and be superseded by a definite contract within a specified time. It is not to be used except when a written determination is made that no other type of contract is suitable.

Method of procurement: The procedures followed to translate requirements into contracts. The Organization uses two major methods of procurement: formal advertising and negotiation.

Multi-year contract: A method of procuring known requirements for supplies or services for more than one year even though the total funds ultimately to be obligated are not available at the time of entering into the contract.

Negotiation: A bargaining process between two or more parties, each with its own viewpoints and objectives, seeking to reach a mutually satisfactory agreement on, or settlement of, a matter of common concern.

Pre-award survey: Review of a firm to determine its ability to perform under a proposed contract.

Price analysis: The process of examining and evaluating a prospective price without evaluation of the separate cost elements and proposed profit of the individual offeror whose price is being evaluated. It may be accomplished by a comparison of submitted quotations, a comparison of price quotations and contract prices with current quotations for the same or similar items, or a comparison of proposed prices with independently developed estimates.

Procurement package: Includes the purchase request detailing what is required as well as available selected technical data (specifications, drawings, plans) objectives, performance requirements, etc., sufficient to obtain bids or proposals.

Pro-forma invoice: Invoice sent to purchaser in advance of goods, for completion of business formalities.

Property: Includes all equipment and supplies, both expendable and non-expendable, owned by, or in the custody of, the Organization.

Purchase order: A purchase order is a formal commitment placed by an office to effect a purchase which results or may result in the expenditure of funds through the medium of that office.

Purchase request: An exact description of a product or service, used in invitations for bids, requests for proposals and contracts to tell prospective suppliers precisely what is required.

Quotation: Is an offer, generally informal, by a potential supplier indicating the price at which supply will be made, if an order should be placed.

Request for bid: A solicitation document used in negotiated procurement. When so stated, the Organization reserves the right to award a contract based on initial offers without any written or oral discussion with bidders.

Requisition: Unless otherwise specified, a requisition is a formal (inter-office) demand for the provision of equipment supplies or services, which is presented on a standard form.

Research and development contract (R&D): A contract for basic research (directed toward the increase of knowledge in science, applied research (involving the determination and expansion

of the potentially new scientific discoveries or improvement in technology, materials, processes, methods, devices and techniques (including attempts to "advance the state of the art"), or development (the systematic use of scientific knowledge which is directed toward the production or improvements in, useful products to meet specific performance requirements, exclusive of manufacturing and production engineering.)

Service contract: A contract for the time and services of individuals or organizations in support of an organization objective. These services include engineering, scientific or technical experts and consultants, architectural engineer contracts, housekeeping, facilities operation and maintenance, etc.

Supplier: A supplier may be a person, individual firm, organization, institute or any other legal entity.

Supplies: Include office supplies and materials (e.g., stationery, typewriter supplies, supplies for internal reproduction, periodicals for current use), and technical and operational supplies (e.g., seeds, insecticides, spare parts, etc.).

Technical analysis: Engineering and/or the technical evaluation of an offer usually to determine that specifications have been met. For example, technical analysis can provide an informed and useful opinion about the validity of projections for direct materials and usage factors; about scrap and its relationship to the use of hand, semi-automatic or automatic operations; about the number and types of personnel it takes to do a job; and about differences between the estimated labour mix and planned operations.

Tender: Is a formal offer (bid) which is presented under sealed cover (in accordance with provisions of the Agency), and which is subject to defined conditions of security for custody and opening.

Termination: An action taken pursuant to the termination clause of the contract. Termination can be for the convenience of the Organization, or for default, in the cases where the contractor does not perform according to the terms of contract.

Terms and conditions: An expression for all of the contract language including time of delivery, packing and shipping, applicable standard classes and the provisions of a specific contract.
